

31 MAR 1977

DD/A Registry

File *Personnel 14*

MEMORANDUM FOR: Director, Equal Employment Opportunity

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Minorities and Women Above Grade GS-15

REFERENCE : Your draft memo to DCI dtd 31 Mar 77,
re same subject

1. Per my conversation with Mr. Malanick, I am sending you the following suggestions for changes and additional data which I believe should be included in your memorandum to the DCI on Minorities and Women Above Grade GS-15.

2. Re paragraph 1, I would change the second "factor" to "recruiting policy which until 1973 was not geared to the present concepts of equal opportunity and affirmative action." I would change the third "factor" to "some perhaps subconscious discrimination in hiring, assignment and promotion practices."

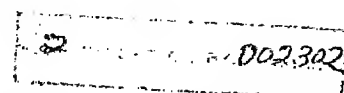
3. Re paragraph 2, my hand calculator tells me that [REDACTED]

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4. I would suggest a complete rewrite of paragraph 3 as follows:

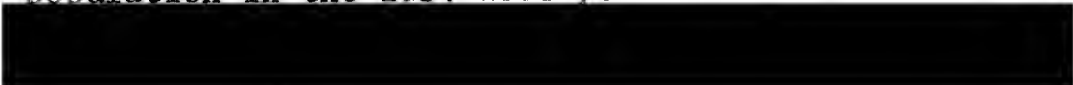
"Senior management, starting in late 1973, initiated efforts to correct the imbalance in the Agency's population through an aggressive recruitment and promotion program. The results in 1974 were generally favorable but somewhat less so in 1975. In mid-1976, minority recruitment appeared again to be declining and the Office of Personnel instituted further changes in the recruitment and hiring procedures for minorities, which were designed to shorten the length of time between the original interview and the decision to hire. The bottom line

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for minorities and women on GS-16 and above in the Agency is most disappointing. From January 1974 through March 1977, CIA has entered on duty 23 officers in ranks above GS-15. None of these were black, Hispanic or Asian-Americans; one was a woman. The Agency, by the nature of its personnel requirements, has great difficulty in hiring individuals from outside at high grades unless there are specialized circumstances involved. The experience and training necessary to fill almost all grades above GS-15 come from service inside the Agency; therefore, much of the current efforts to recruit, hire and promote minorities and women will not quickly appear in the totals at the grades above GS-15. Since 1973, however, our promotion statistics for both categories show advancement at a higher rate than their respective percentages of the Agency population. The CIA Annual Personnel Plan shows that from FY 1974 through FY 1976, women professionals in the CIA increased 17 percent and blacks increased 80 percent. Overall, the black population in the last four years has increased




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5. With regard to your paragraph 4, I would rewrite in the following manner, certainly to include those statistics on GS-14's and 13's identified in the Executive Developmental Roster. Since I would include the 13's and 14's, I would not use the chart on GS-15's only. My draft of your paragraph 4 follows:

"In addition to its external recruitment efforts, the Agency also recognizes the need to identify and develop employees who have a potential for 'super-' grade positions. These statistics can be found in the Executive Developmental Roster, which identifies the GS-15's, GS-14's and GS-13's who are considered upper-grade material. Last year's FY 1976 GS-15 roster included 10 women, two blacks, no Hispanics and no Asian-Americans. The current population of

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6. I think it would also be instructive to include the attached Trends in Minority Employment, which illustrates the comparative progress the Agency is making in terms of the annual rate of increase in hiring minorities between 1972 and 1975.

F. W. M. Janney

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Attachment

Distribution:

Orig & 1 - Adse
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D/Pers:FWMJanney:bkf (31 Mar 77)

TRENDS IN MINORITY EMPLOYMENT

	<u>Total</u> <u>Minority Employees</u>	<u>Black</u>	<u>Hispanic</u>	<u>Oriental</u>
All Agencies				
1972	20.0%	15.3%	3.1%	0.8%
1975	21.0%	15.9%	3.3%	0.9%
rate of increase	5.0%	3.9%	6.5%	12.5%
Defense				
1972	17.2%	11.6%	4.3%	1.1%
1975	17.3%	11.5%	4.4%	1.1%
rate of increase	0.6%	(-) 0.9%	2.3%	0
Office of Secretary of Defense and other activities				
1972	13.4%	10.3%	2.0%	1.0%
1975	13.3%	10.7%	1.3%	1.2%
rate of increase	(-) 0.7%	3.9%	(-) 35.0%	20.0%
State (including AID)				
1972	17.0%	13.6%	2.4%	0.9%
1975	18.3%	14.8%	2.4%	0.9%
rate of increase	7.6%	8.8%	0	0
Labor				
1972	31.7%	28.1%	2.6%	0.7%
1975	30.3%	26.4%	2.7%	0.9%
rate of increase	(-) 4.4%	(-) 6.0%	3.8%	28.6%
NASA				
1972	5.2%	3.7%	0.8%	0.7%
1975	7.3%	5.0%	1.3%	0.9%
rate of increase	40.4%	35.1%	62.5%	28.6%
Transportation				
1972	9.0%	6.9%	0.8%	0.2%
1975	11.3%	8.3%	1.7%	0.8%
rate of increase	25.6%	20.3%	112.5%	300%
NSA				
1972	(-----not available-----)			
1975	10.0%	9.0%	(-not available-)	
CIA				
1972			(-not available-)	
1975			(-not available-)	
rate of increase				

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31 March 1977

MEMORANDUM FOR: Director of Central Intelligence
 INFO : Deputy Director of Central Intelligence
 FROM : Omega J. C. Ware, Jr.
 Director, Equal Employment Opportunity
 SUBJECT : Minorities and Women Above Grade GS-15

1. The Central Intelligence Agency has since its inception had a paucity of minority and female representation at the upper grade levels. This situation was brought about by a combination of factors including:

- The "white male" structure of the World War II organizations which comprised the early CIA.
- Early recruiting policies which did not include academic and talent pools having representative numbers of females and minorities.
- Some discriminatory hiring, assignment and promotion policies.

2. As of 28 February 1977 the Agency has a total of [redacted] employees in grades above GS-15 (this figure includes [redacted] Executive Pay Scale employees.) Of this total, one is black; two are Hispanic; four are Asian American, and ten are women. These women and minorities comprise 3.9 percent of the Agency staff in these upper grade levels.

3. Senior management recognized some time ago that at all levels, Agency employment and utilization of minority and women employees was not consistent with national norms and sought to correct the Agency population imbalance through an aggressive recruitment and hiring program. Early results were favorable at low levels but overall results have waned in recent months. Recruitment and hiring efforts for higher grades have not been generally productive. From January 1974 through March 1977, CIA has hired [redacted] officers in ranks above GS-15. None of these were black, Hispanic or Asian American; one was a woman.

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4. In addition to its external recruitment efforts, the Agency also recognizes the need to identify and develop able employees who have a potential for "super" grade positions. The prospects of developing a significant number of minorities and women for these positions above GS-15, however, are not optimistic. A good indication of this is the Executive Developmental Roster which identifies the GS-15's, GS-14's, and GS-13's who are considered upper grade material. The FY 1976 GS-15 roster includes two blacks, ten women, no Hispanics and no Asian Americans. The following chart reflects the planned development of GS-15 minorities and women for GS-16 positions during the FY 1976 through FY 1979 period.

GS-15 Executive Developmental Roster

	<u>Total</u>	<u>Women</u>	<u>Black</u>	<u>Asian American</u>	<u>Hispanic</u>
FY 76		11	2	0	0
FY 77		8	3	1	1
FY 78		8	2	1	1
FY 79		8	2	0	1

5. Attached for your information is the most recent (September 1976) study of Agency population by race, sex and national origin.

Omego J. C. Ware, Jr.
Director
Equal Employment Opportunity

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